

DEFENSE INTELLIGENCE AGENCY  
WASHINGTON, D.C. 20315

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## MEMORANDUM FOR THE DIRECTOR OF CENTRAL INTELLIGENCE

SUBJECT: Post-NFIB Actions on National Estimates (U)

Reference: DCI/NIC Memorandum, NFIB-13.1/159, dated 26 April 1983, subject: Results of a Review of Recent National Intelligence Estimates on Nuclear Topics (U)

1. (S) Harry Rowen issued the referenced Memorandum to provide us the results of a recent post-mortem Hans Heymann held on three nuclear-related national estimates. I have tasked my collection office to insure that we are contributing to the community effort to address the key questions left unanswered by the estimates.
2. (S) Similar post-mortems are held occasionally by other NIOs. Larry Gershwin's recent meeting on NIE 11-3/8-82 is an example. Such post-NFIB reviews by the agency experts who worked the individual estimates are useful. I feel strongly that our intelligence thinking on the important issues addressed in national estimates should not end with your and NFIB's approval of the documents. Rather, they should also serve to crystalize our thinking on the gaps that exist in our knowledge and how these gaps may be closed so that our cumulative knowledge will improve.
3. (C) Along these lines, I believe the Intelligence Producers' Council is making progress to better link the National Intelligence Topics (NITs) program with planned production. Post-mortems on national estimates would provide an excellent avenue to identify intelligence gaps that impact on our collective ability to respond to the NITs.
4. (U) I do not want to suggest that every national estimate should have a post-mortem review even though I recognize your July 1981 NIE guidelines call for this. I do recommend, however, that the use of NFIB post-mortems be encouraged in those cases in which the community would benefit appreciably from them.

*James A. Williams*

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Director

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